

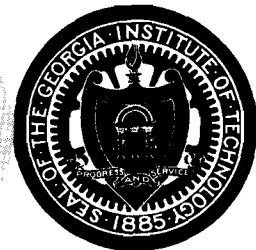
**LEADERSHIP TRAINING PROGRAMS
IN SELECTED GEORGIA COMMUNITIES
May 31, 1972 – September 30, 1973**

**Prepared for
COASTAL PLAINS REGIONAL COMMISSION**

**by
Robert B. Cassell and Robert E. Collier
INDUSTRIAL DEVELOPMENT DIVISION**

**FINAL REPORT
Project A-1442
Contract No. 10240033**

1973



Engineering Experiment Station
GEORGIA INSTITUTE OF TECHNOLOGY
Atlanta, Georgia

Project A-1442
Contract No. 10240033

FINAL REPORT

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May 31, 1972 - September 30, 1973

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Robert B. Cassell

and

Robert E. Collier

The findings, conclusions and recommendations in this report are solely those of the contractor and do not necessarily reflect the views of the Coastal Plains Regional Commission.

Industrial Development Division
ENGINEERING EXPERIMENT STATION
Georgia Institute of Technology
September 1973

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Summary

Under sponsorship of the Coastal Plains Regional Commission, the Industrial Development Division of the Engineering Experiment Station at Georgia Tech developed and conducted a community leadership training program designed to improve local expertise in dealing with industrial prospects and other entrepreneurs. Working in cooperation with 11 Area Planning and Development Commissions in the Coastal Plains Region and the Georgia Department of Community Development, the Industrial Development Division selected 12 communities for inclusion in the program.

Each community involved in the project was required to organize an industrial development team of six to nine members. The several community teams were composed of local businessmen and elected officials. Each team met with an industrial location specialist in a simulated situation involving a possible plant location. The local team was given the opportunity to present its town to the "prospect" in a manner it felt to be appropriate. Subsequently, the Georgia Tech team made a return visit to the community to critique the local group's performance and to offer suggestions for improvements in expanding its development program and in the handling of industrial prospects.

The major benefit sought in the program was to provide the training to enable the participating towns to achieve a satisfactory capability for handling industrial prospects in a businesslike manner with the objective of creating additional job opportunities. This objective included not only an increase in the level of employment, but an expansion of wage scales through the upgrading of productive job opportunities.

An evaluation of the project indicates that it achieved the goal of improving local expertise in dealing with industrial prospects in all communities involved in the project. As expected, all team operational patterns were similar; however, the approach and interest of members varied from team to team. The level of team efficiency usually depended on the interest and motivation of one or two members who accepted leadership roles.

Since community industrial development is a time consuming process, it will be several years before major benefits of the program can be realized. Experience gained in working in this and other programs indicates that communities, such as those which participated in this project, need outside assistance for

a period of time longer than was provided by this project. It is also noted that there are a considerable number of other towns in the Coastal Plains Region which could utilize the type of assistance furnished by this project. It is recommended that the project be continued for one year more in order that towns in the current project can strengthen their programs, additional towns can be assisted, and state and local sources of program support may be developed.

LEADERSHIP TRAINING PROGRAMS IN SELECTED GEORGIA COMMUNITIES

Background

Community leadership in many small- to medium-sized towns in the Coastal Plains Regional Commission area of Georgia must develop considerably more expertise in dealing with industrial prospects and other investing entrepreneurs. Frequently in these towns, the professional talents are not readily available to promote the industrial and economic growth as they are in the metropolitan centers. Since such small communities must rely on trained volunteers together with outside professional assistance, it is imperative that these leaders receive intensive indoctrination and training in order to make them more responsive and able to cope with inquiries and intensive locational investigations.

Under sponsorship of the Coastal Plains Regional Commission, the Industrial Development Division of the Engineering Experiment Station at Georgia Tech developed and conducted a community leadership training program designed to meet these pressing needs in 12 selected communities.

Each community involved in the project was required to organize an industrial development team of six to nine members. Although experience has shown that a team of three or four persons is most effective in dealing with industrial prospects, the larger number was trained in order to provide the community group more flexibility and to furnish alternates for the team, when needed. A major effort was made to weld the team into a coordinated unit that would put community advancement ahead of petty differences which are often found in the smaller communities.

The several community teams were composed of local businessmen and elected officials. Usually the mayor was involved in the team together with a county official. Generally, the head of the local development authority was also a member of the team. Frequently, one of the local bankers played a role in the team's operations. Although team operational patterns were similar, the approach and regional interest of members varied from team to team. The level of team efficiency usually depended on the dedication, interest, and motivation of one or two of the members who accepted a leadership role.

The major benefit sought in the program was to provide the training to enable the participating towns to achieve a satisfactory capability for

handling industrial prospects in a businesslike manner with the objective of creating more job opportunities. This objective included not only an increase in levels of employment, but an expansion of wage scales through the upgrading of productive job opportunities.

Preliminary Program Development

To initiate the project, conferences were held with the state representative of the Coastal Plains Regional Commission, at which time the statement of program objectives was reexamined and redefined. It was determined that the criteria for towns to be selected for the program should include the smaller nonmetropolitan towns that had a real need for some industrialization, a potential for further economic growth, and a citizen group capable of working with the Georgia Tech team. The Coastal Plains Regional Commission representative scheduled meetings with the area planning and development commissions in the Coastal Plains Regional Commission area. These meetings between the commission representatives and the Georgia Tech team were conducted over a period of several months.

Meetings were held with representatives of the 11 area planning and development commissions within the Coastal Plains Region of Georgia, at which time each group was furnished a copy of the program to be undertaken (outlined in Appendix A). Each APDC representative was invited to nominate one community from his commission area to participate in the program. The nominations were then referred to the Coastal Plains Regional Commission representative and a representative from the Georgia Department of Community Development (formerly known as the Georgia Department of Industry and Trade) for concurrence. The following towns were selected to participate in the program:

Adel	Donalsonville	Hinesville
Blackshear	Gibson	Roberta
Buena Vista	Gordon	Sardis
Cusseta	Hawkinsville	Vidalia-Lyons

During the period of preliminary program planning, the methodology for conducting the program was developed. The procedures included the following major phases:

- o A preliminary letter of inquiry forwarded to each community group
- o A visit to the community by the industrial prospect (consultant)

- o Return visit to the community by the Georgia Tech team to critique the community group's actions in handling of the prospect, with a specific program of action recommended
- o A return liaison visit to furnish the community group further assistance, and to review the program of action

Simulation problems were developed and the prospect team was formalized. (See Appendices B and C.) The visit to each community included one consultant, Industrial Development Division personnel, and, when possible, the representative from the Georgia Department of Community Development. The following personnel constituted one or more prospect teams:

Robert E. Collier, Project Director, IDD
 Robert B. Cassell, Head, Community Development Branch, IDD
 John Gilliland, Georgia Department of Community Development
 Frank Rhodes, Vice President, Kahn-Southern, Columbia, S. C.
 Robert D. Clarke, Manager, Chemical Division, Lockwood-Greene Engineers, Inc., Atlanta
 Harold W. Diffenderfer, Vice President, Citizens & Southern National Bank, Atlanta
 Michael D. Easterly, Vice President, Varnedoe, Chisholm, Skinner & Co., Inc., Atlanta
 James R. Wood, Assistant Vice President, Citizens & Southern National Bank, Atlanta

Conduct of the Program

The initial contact with each community group was arranged at a meeting sponsored by the respective APDC representative. The nature of the program was fully explained to the community group. Each group understood that its participation in the program was voluntary. Also, each group was informed that the program involved a simulation and that the "industrial prospect" did not represent a company interested at that time in the community as an industry location. Operating procedures involving the community group were explained in detail.

Since the same procedures were applied basically to all communities, the following steps involving one community will serve to illustrate the general program:

- o Initial Letter of Inquiry. The community group was sent an initial letter of inquiry which set forth certain general requirements of a potential industrial prospect and invited a response by the community group. A copy of the letter of inquiry forwarded

to Cusseta, based on the simulation problem of manufacture of modular homes, is shown as Appendix D.

- o Community Reply to Letter of Inquiry. Each community responded to the initial letter of inquiry in a manner similar to that in Appendix E.
- o Prospect Team Visit to Community. Each community then was visited by a prospect team. This visit was of two to three hours' duration. It is noted that the community groups were not given prior instruction in the handling of industrial prospects, but were permitted to make all possible mistakes.

This procedure allowed the full impact of the visit to be felt by the community group. Appendix F was used as a check list by the prospect team in developing a critique of the community group's actions.

- o Follow-Up Critique Visits. Follow-up visits were made to each community, at which time the community group's performance was discussed with individual members. Each community group was furnished a written critique as illustrated in Appendix G. This critique was discussed in depth with the group, and detailed instruction in the accepted procedures for the handling of industrial prospects was given.
- o Continuing Liaison. Continued contact was maintained with the communities as illustrated by Appendices H and I and a final visit was made to each community in order to make some assessment of its progress in developing a viable industrial development team, to assess how far the recommendations were being implemented, and to recognize the contributions of the community team by presenting a certificate to each member (Appendix J).

Appendix K sets forth the success enjoyed by one of the teams.

- o Community Evaluation. The Georgia Tech team made continuing evaluations of local team operations. Such evaluations were reflected in the report furnished each group and in follow-up visits. In turn, each community was requested to evaluate the programs, utilizing the evaluation form (Appendix L). An analysis of the community evaluations is contained in the following section of this report.

Project Evaluations

Contractor Analysis. The effectiveness of this program cannot be completely measured within the short term over which it has been executed. Many of the hoped-for results will not become apparent until after the passage of three to five years. However, from the point of view of the Georgia Tech Industrial Development Division as well as that of the project sponsor, it appeared desirable to make some measure of the merit and relative worth of this type of technical guidance as well as the instructional application which

applied the simulation of actual industrial prospect investigation and negotiation activities.

Project results have been evaluated on the basis of community team performance and on the execution of the program as viewed by community team members themselves. In the process of conducting this program, each community team's performance has been analyzed with a critique from the Georgia Tech team. Based on this critique, preliminary evaluations were made concerning the effectiveness of each local team operation. These preliminary evaluations were double-checked upon the occasion of the follow-up visit.

Community teams have been categorized in one of three levels of expertise and effectiveness. Two of the community teams were judged to be operating at top level capacity. It is believed that either of these community teams could now handle an industrial inquiry in a very satisfactory manner; further, each team appears to have sufficient cohesion to continue operations for some time to come. Perhaps more than coincidentally, both teams have full-time persons employed to assist the community in concentrating efforts upon industrial development matters.

Seven community teams were considered to be satisfactory; that is, they can handle most industrial inquiries, with outside assistance. However, each team in this category has some weaknesses which need to be eliminated in order to avoid poor performance in the future. Some of the weaknesses which appeared prominently are: poor leadership within the group, domination of the local group by one or two persons, failure to carry out all the recommendations made by the Georgia Tech team, or failure to enlarge the community groups to include younger leaders in the community.

Operations of three of the teams were considered to be marginal. Each of these teams now can negotiate with an industrial prospect, but the chance of making an error in handling the project in an effective manner is great. This low level of performance derives primarily from the make-up of the local teams. In each of the three teams that displayed marginal performance, individuals of the team were not able to work with one another in a harmonious manner. Some of the difficulty arose because team members would not spend the needed time on the project. In at least one instance, changes in team membership resulted in the team being set back in its progress.

Community Team Analysis. Each team also was requested to evaluate the project from the point of view of the participants. At the time this report was submitted, evaluations received from the participating teams stressed the following points:

- o Most teams admitted the need for external advice and technical assistance such as rendered through this project.
- o Team members wanted to participate in the program because they felt the need to attract industry to their community.
- o Team members were most impressed with the businesslike approach and the down-to-earth approach used by the Georgia Tech team.
- o Team members plan to continue their industrial development activities and will employ some of the specific recommendations given them.

Recommendations. This Coastal Plains Regional Commission demonstration project has shown the need for, and a method of providing, on-site technical assistance to community groups interested in actively encouraging the economic growth of their communities. Since these community groups are not corporate bodies, they have no source of funds to pay consulting services, such as those provided by this project.

The Industrial Development Division at the Georgia Institute of Technology continues to seek ways and means of assisting communities throughout the state. In some instances, communities may have a source of developmental funds and thus may be in position to contract with IDD to furnish assistance in economic development matters; in the case of most small nonmetropolitan communities, this situation does not pertain.

Accordingly, it is recommended that the Coastal Plains Regional Commission continue sponsorship of the project for at least one more year while IDD extends its efforts to seek in other quarters some means of supporting and expanding this needed technical assistance.

APPENDICES

Appendix A

LEADERSHIP TRAINING PROGRAMS IN SELECTED GEORGIA COMMUNITIES

Community leadership in many small- to medium-sized towns in the Coastal Plains Regional Commission area of Georgia must develop considerably more expertise in dealing with industrial prospects and other investing entrepreneurs. Frequently in these towns, the professional talents are not readily available to promote the industrial and economic growth as they are in the metropolitan centers. Since such small communities must rely on trained volunteers together with outside professional assistance, it is imperative that these leaders receive intensive indoctrination and training in order to make them more responsive and able to cope with inquiries and intensive investigations.

Under sponsorship of the Coastal Plains Regional Commission, the Industrial Development Division of the Engineering Experiment Station at Georgia Tech has developed a community leadership training program to meet pressing needs in selected communities. Both the Bureau of State Planning and Community Affairs and the Georgia Department of Industry and Trade have assisted in developing the program. The program also relies heavily on participation of the respective 11 area planning and development commissions in the Georgia portion of the Coastal Plains Area.

The selection of communities will be mutually agreed upon through a screening process in which the Georgia Bureau of State Planning and Community Affairs, the respective area planning and development commissions and the Industrial Development Division of Georgia Tech will participate. It is anticipated one community will be selected from each cooperating area planning and development commission area and be invited to participate in the program. After such communities are selected and have accepted, the local development agency in each will be consulted to designate the local citizens (from five to nine in number) who would be involved in the training program.

The Industrial Development Division has developed several typical simulation situations which incorporate basic prospect inquiry procedures. Typically, these will involve either the location of a branch plant, or establishment of a new plant, or location of a warehousing/distribution facility. The particular demonstration example will be determined after the communities are selected.

With participation of the State Planning Bureau and Industry and Trade, a source not known to the community will be enacting the role of the prospect. The prospect will visit the town and describe his client's interest and needs together with the Industrial Development Division representatives who initiate the contact. The community can be assisted by the staff of the appropriate area planning and development commission.

A check list has been prepared for use of the prospect team at the time of the initial prospect visit. This will be used as a guide by the team to obtain local details and to keep the approach standardized. Specific requirements for the proposed project will be furnished to the local community delegation prior to the initial conference. These information guides will be prepared to conform to real-life situations.

Within a stated period, the community group will be expected to make a proposal to the prospect. This will be examined for accuracy, for clarity, and for comprehensiveness. A critique of the positive factors will be reviewed with the local group, as well as an analysis of steps that ought to be taken to correct local deficiencies. At some later period, at least six months later, the community will be revisited by the outside team of experts, at which time accomplishments will be reviewed and evaluated.

It is anticipated that at least three visits for interview and training purposes will be conducted in each community. These will include (1) the initial meeting and community inspection by the "client," (2) a subsequent session to critique the community group response and performance, and (3) the final summary review by the team of experts to evaluate local accomplishments and improvements.

The major benefit derived from the program is expected to be the upgrading of local efforts in terms of more sophisticated and businesslike approaches to creating of new job opportunities. Definite and positive results can be anticipated through the raising of levels of employment, in upgrading of productive job opportunities, and increasing the level of wage scales in the area. Finally, written evaluations will be sought from the local tested communities to ascertain the value and usefulness to local community leaders of this type of training.

Appendix B
OUR METAL MANUFACTURING COMPANY

Problem Setting

This company is headquartered in Long Island City and has been in business for over 35 years. This is the only plant we operate.

Products are cooking and serving utensils fabricated from stainless steel and other metal products. Do some stamping and drawing of stainless steel on contract basis.

Company's needs appear to be rather simple: a manufacturing facility of about 30,000 to 50,000 sq. ft. Would move next fall portion as pilot plant operation. Within 18 months, will require 50,000 to 60,000 sq. ft.

We expect to employ about 50 persons in our first operation. Would go to 250 in three years. Need to know the going rate for unskilled and assembly people.

We will need rail to our plant.

Follow-Up Details

Our market is growing in the South, particularly in Florida and along East Coast, and we foresee substantial increases in the future. Therefore, it seems important to us to get closer to our customers. Also, we find labor costs at our established plant are growing at an enormous pace, and so we believe it wise to seek a better labor climate.

Our labor needs are for about 50 people, 75% of whom will be men. In terms of job assignments, we will need two shear press operators, three power press operators, four to five welders, small lathe operators, and polishers/buffers. The remainder we expect will be largely unskilled. We do not plan to bring over three or four supervisory personnel.

We have a union plant and would prefer to operate non-union.

Need current wage rates and fringe benefits paid by metalworking industry in the area. Also, we'd better know who else is a big employer and their wage pattern. Don't want to be close to large government installations.

Appendix B (continued)

We are most concerned about community attitude: we want to find a town where we are wanted and welcomed. Also want assurance that existing industry will not oppose us -- who are largest employers?

The plant site can contain anywhere from 15 to 30 acres. Ought to be relatively level and ready to build on. Cost of the land can be important.

We must have railroad spur because our steel is shipped in coils. Need to know where steel can be obtained -- what mills and where, etc.

Must have good truck service to major points where we maintain warehouses.

Have to have electric power and gas. Planning to use gas for heating building and in our own patented processes.

Questions which should be asked by local group:

What kind of building are you planning?

Do you want to lease rather than build?

What are power, water, gas loads?

Are tax concessions of interest?

What do you consider reasonable wage level?

When will decision be made?

Who will make the decision?

Utility Requirements

Natural gas: 12 million cu. ft. year or about 1 million cu. ft. month

Water: 120,000 cu. ft. year, or about 10,000 cu. ft. month

Electric power: 350 kw demand, about 75,000 kwh month

Steel: 300 tons stainless/wk.

300 tons 10 gauge hot rolled/wk.

Appendix C

OUR MODULAR HOUSING PLANT

Problem Setting

This company is headquartered in Louisville, Kentucky, and has been in business for over 25 years. The Louisville plant began building mobile homes shortly after the end of World War II. In 1955 it established another plant in Alabama to manufacture vacation-type trailers and truck bodies.

The company now desires to expand its operations into the modular housing field. A recent study has convinced them that there is a market in the Southeast. The attached letter outlines certain criteria.

Follow-Up Details

The market for low-cost housing is growing throughout the nation. We foresee a need to apply modern building technology to housing and believe that our experience in the mobile home field can be transferred to the building of low-cost housing using modular techniques. We prefer to start this type operation in the South because of the mild climate and labor availability.

Our labor needs are for about 100 people, 95% of whom will be men. In terms of job assignments, we will need men capable of operating general types of machinery, carpenters, plumbers, and electricians. Common labor will also be needed.

We have a union plant but would prefer to operate this plant on a non-union basis due to innovative processes we desire to use in construction.

The plant will need about 60,000 square feet of space initially, and may be able to increase that space to 90,000 square feet in a year or so if the project works out. We would like a plant site of about 25 acres.

Although we are somewhat familiar with the Southeast, we are interested in the nearest location of materials, components, and supplies used in modular home construction -- such as lumber, plumbing systems, roofing, heating systems, electrical equipment, and appliances.

Our supplies are usually brought in by rail and highway and the finished components shipped by highway.

Appendix C (continued)

As we see it, some of our immediate problems will be the need for trained supervisors and trained labor. We also are looking for qualified sales personnel. Capital may also be a problem.

We believe that our power and utilities demand will be modest.

Questions which should be asked by local group:

What kind of building are you planning?

Do you want to lease rather than build?

What are power, water, gas loads?

Are tax concessions of interest?

What do you consider reasonable wage level?

When will decision be made?

Who will make the decision?

Appendix C (continued)

Mr. Robert E. Collier
Community Development Branch
IDD Georgia Tech
Atlanta, Georgia 30309

Re: Modular Housing Plant

Dear Mr. Collier:

This letter confirms our conversations with you concerning the establishment of a new modular housing plant in Georgia. We are now building a mobile home plant in Alabama with private funds. This plant will be in operation by the end of May, 1973.

Present planning calls for a plant of approximately 60,000 to 90,000 square feet which will employ 150-200 on a one-shift basis with expansion to a two-shift operation or doubling plant size if there is adequate market. Production is anticipated on three varieties of units:

1. Single family houses built in 12' - 14' wide modules and shipped by truck or rail
2. Town houses in similar modules built to be stacked.
3. Apartment and motel units to stack.

Supply and distribution call for both highway and rail connections. It is our present intention to market these units in the southeastern area including Georgia, Florida, Alabama, and South Carolina. We are not confining our search for a location to any particular part of Georgia; therefore, we wish to have a determination made of the optimum location of our plant as it relates to labor, supply, and market distribution. We would like to begin plant construction by late fall 1973.

All units will be designed to exceed FHA insurance minimums and it is anticipated that they will also be acceptable to the Public Housing Administration as well.

We hope that you will be able to help us in obtaining information preparatory to selecting a site.

From the timing stated above, you are aware of the urgency of making a decision in this matter. Thank you for your early consideration of our request.

Very truly yours,



Appendix D

ENGINEERING EXPERIMENT STATION

GEORGIA INSTITUTE OF TECHNOLOGY • ATLANTA, GEORGIA 30332

Industrial Development Division
February 6, 1973

Mr. Wayne C. Hicks
P. O. Box 566
Cusseta, Georgia 31815

Dear Mr. Hicks:

It was certainly a pleasure for us to meet with you and other Cusseta civic leaders a couple of weeks ago. We have recently been approached by a company which is planning to establish a plant in Georgia to manufacture modular homes. We believe that this firm should be interested in investigating Cusseta as a possible location.

Information we have to date from company representatives is rather skimpy, but we can give you the following details. The firm will need about 60,000 square feet of space initially, and may be able to increase that space to 90,000 square feet in a year or so if the project works out. Initially, the plant will employ about 100 persons, with about 95 percent being male.

Our information also indicates that the most important criteria for selection of the location are wage rates, programs that could be used for getting personnel trained, and good truck transportation.

If you feel that Cusseta would be interested in being considered by this prospect, we would appreciate hearing from you. We expect a visit in Georgia from the consultant employed by this company during the latter part of next month, so we will need to pass your information along at the earliest possible time.

Cordially,

Robert B. Cassell, Head
Community Development Branch

cc: A. R. Slusarchuk
John Gilliland

Appendix E

February 9, 1973

Mr. Robert B. Cassell, Head
Community Development Branch
Industrial Development Division
Engineering Experiment Station
Georgia Institute of Technology
Atlanta, Georgia 30332

Dear Mr. Cassell:

It is with sincere appreciation for us to have the opportunity to explain to the Modular Home Manufacturer what the community of Cusseta, Georgia has to offer to a new industry in Georgia. I hope the information here will assist you in attempts to locate this plant in our community.

At this moment, we are the community's Industrial Development Planners, having formed the Chattahoochee Economic Development Association. Within 30 to 45 days myself and four other members of the Association will be appointed to the newly activated Economic Development Authority. We then can float Revenue Bonds to secure one of the two undeveloped sites that have been made available to us for this purpose. We are prepared to build a facility to meet the needs of any prospective Industrialist and furnish the equipment on a twenty-year Lease-Purchase contract. So the size of building including future needs and necessary utilities are available to any industrialist who locates within our community.

Within the labor market of the community, sufficient trainable personnel of the sex required is readily available. A recent labor survey which is documented, is readily available. This document will be shown to the prospect upon initial meeting with our Association.

Through Jerry Richardson, Director, Adult Division, Columbus Technical Vocational School and Manpower Development Training Act Funds, specific training programs are available, depending of course on specific training programs required.

Also, at this time, there is a major mobile home manufacturer located approximately 20 miles from our community. Numerous employees of this plant are local residents. Some of these trained personnel have expressed interest in changing to a local employer, providing, of course, on considerations for their experience.

Appendix E (continued)

Overall, we have found the employed persons of our community basically fall into two categories. One category is those employed by The Department of Defense as civilian employees at Fort Benning. This group usually earns slightly higher wages based on a 10-step, 13-level, Government Service pay scale. But the largest portion of our community's employed citizens work and commute to Columbus, Georgia, some 15 miles north by way of U.S. 27, a four-lane divided highway. The average pay scale of these is rather low.

Another potential labor market is between Cusseta and Columbus. Fort Benning reservation bounds Cusseta city limits on the north. There is a special training program for servicemen with six months duty left. They are relieved of their military duties allowed to work within the civilian labor market. They are still paid their military wages and the businessman who have hired these veterans are not allowed to pay them any additional wages. This program is call "Project Transition". So a new firm hiring some of these veterans have trainable men, vocational training instructors, at no cost other than a fee for the training instructors only.

Truck Transportation in and out of Cusseta is readily available also. Seven Motor Freight Lines have expressed interest in freight movement to and from Cusseta from their terminals in Columbus, Georgia. Freight rates seem quite competitive. United Parcel is also available for fast or rush freight within their capacities.

Both tracts of land we have use of are 40 acres and 60 plus acres. They have Highway frontage, 600 feet and 1500 feet respectively and are available at \$500 an acre. Neither have water lines on them at this time, but water lines will be taken to either site whenever one has been chosen as the location of the facility.

We hope this information will be of assistance to your office and to the Modular Home Builder, and we are anxious to meet with you at any time you require additional information.

Cordially,

Wayne G. Hicks, Chairman
Chattahoochee County Economic Development
Association
P.O. Box 566
Cusseta, Georgia 31805

Members

Wayne G. Hicks	Chairman	Businessman
Homer C. Anderson	Co-Chairman	Post Master
Charles Cole	Member	Mayor Pro Tem
Mable Baker	Member	Dir., Neighborhood Service Cntr.
Glenn Cooper	Member	Sheriff
Julian Greer	Member Ex-Officio	Chairman, Chatta. Brd of Commrs.
Sonny Smith, Jr.	Member Ex-Officio	Cusseta Mayor

CC. A. R. Slusarchuk

Appendix F
PROSPECT CHECK SHEET

Town _____

Date _____

	Rating	Comments
INTRODUCTION _____		
TOUR _____		
LABOR _____		
Availability _____		
Rates _____		
Training _____		
Union Situation _____		
TRANSPORTATION _____		
Truck _____		
Rail _____		
Highway Situation _____		
UTILITIES _____		
Water _____		
Power _____		
Gas _____		
Sewer _____		
INDUSTRIAL SITUATION _____		
SITE _____		
Information _____		
Cost _____		
BUILDING _____		
Cost _____		
Timing _____		
Financing _____		

Appendix F (continued)

	Rating	Comments
COMMUNITY AMENITIES		
Housing		
Churches		
Recreation		
Education		
Health Facilities		
TAX CONCESSIONS		
FIRE PROTECTION		
POLLUTION CONCERN		
MATERIALS		
Source		
Cost		
INFORMATION FURNISHED		
SPOKESMAN		
COMMUNITY ATTITUDE		
PLACE FOR MEETING		
OTHER DETAILS REQUESTED		

Prepared by _____

LEADERSHIP TRAINING FOR INDUSTRIAL DEVELOPMENT

Conducted by

The Industrial Development Division
ENGINEERING EXPERIMENT STATION
Georgia Institute of Technology

Under Sponsorship of
Coastal Plains Regional Commission

Purpose

The purpose of the training program is to provide training with and handling of industrial and other entrepreneurial prospects by community leaders.

Cusseta, Georgia
April 1973

ACCEPTED PROCEDURES FOR HANDLING INDUSTRIAL PROSPECTS

- Step 1. Develop a working organization.
- Step 2. Determine if your town is ready for industry. Make a complete inventory including all the facts on:
- o Your labor supply.
 - o Available transportation, including air, rail, motor and water.
 - o Available plant sites.
 - o Available industrial buildings.
 - o Available raw materials, including mineral, timber and agricultural products.
 - o Availability and cost of fuels and power.
 - o Local tax structure, past and present financial picture.
 - o Form of government and size of your town.
 - o Housing, schools, churches and recreational and cultural facilities.
 - o Extent of local financial assistance in the erection of plants and/or housing.
- Step 3. Develop a community economic brochure.
- Step 4. Get your town behind your drive for industry.
- Step 5. Decide on financial assistance for industry.
- Step 6. Handle your prospect's inquiry properly.
- o Govern your reply by the nature of the inquiry. Give the prospect the information he asks for, and offer more.
 - o Don't overload your reply with a lot of other material. Be factual, brief, honest.
 - o If the inquiry is general in nature, write back and ask for information on specific needs such as size of building, type of site, labor requirements.
 - o If you don't have the specific information requested, get it. Call on specialists for help. But don't wait to reply. Write, thank the prospect, and tell him when he can expect the requested information.
 - o Get the information requested as soon as possible. When you forward it, refer back to your previous correspondence and offer to develop further information if needed.

Appendix G (continued)

- o After your first letter, wait a week or ten days, then follow up with another letter.
- o Refer to your previous letter, enclose more related information, and offer further material on your town.
- o An alternate follow-up is a telephone call to the prospect, making the same offer. Use this method only if the inquiry appears definitely promising and you have something worthwhile to discuss. Don't waste the prospect's time.
- o If you get no reply to your second letter, wait a couple of weeks and try again. Keep this up until you get a reply, or decide the prospect is not interested.
- o In follow-ups of this type, try to get variety into your letters.

Step 7. Handle your prospect's visit properly.

- o Find out in advance as much as possible about your prospect's requirements.
- o Keep the visit confidential.
- o Have a small group meet with your prospect, confining the group to people who have the facts and can speak for your town.
- o Have specific information ready; be prepared to show specific sites and/or buildings.
- o Bring in a state-level specialist (bank, railroad, utility, state organization).
- o Keep your meeting businesslike. Never try to cover up any shortcoming you may have, but show how other assets offset them. No location is ideal in every respect.
- o Don't over-feed or over-entertain your prospect. He is in your town on serious business. His time is valuable -- don't waste it.
- o Be prepared to negotiate with your prospect, but know how far you can go on financing, providing utility services, and related matters.

Appendix G (continued)

COMMUNITY RESPONSE TO INITIAL INQUIRY

Cusseta

Nature of Inquiry

The initial letter of inquiry gave the following information:

Modular Home Manufacture

Space (60,000-90,000 square feet)

Initial Employment: 100; Eventual Employment:

Training

Truck Transportation

Community Response

The community responded in a timely manner to the initial letter of inquiry; by and large, the response was very satisfactory and covered all the main points mentioned in the initial letter.

COMMUNITY HANDLING OF PROSPECT'S VISIT

Strong Points -- Although the community leadership group needs considerably more experience and practice, a number of good points were observed:

- o The group made the visitors feel welcome, although the presentation was somewhat disorganized
- o Land may be available for industry; much of it is rather rough and without utilities and for this reason does not qualify as a site
- o The matter of tax concessions was handled well, although the low tax rate is somewhat offset by poor school system and lack of some community services
- o Transportation matters were covered well and reference was made to such information in letter of reply
- o Made fairly good use of APDC representatives as resource specialists
- o Community group was firm on tax relief

Weak Points -- A number of weak points appeared in the presentation:

- o The meeting place was inadequate; a better location should be used if at all available
- o The introduction of the community team was sketchy; each member of the team should be identified as to his civic responsibility and occupation. It is often necessary to emphasize these points during the session
- o The small group was very interested in furthering industrialization of the community; however, the absence of others such as the mayor was noticeable
- o Labor information was covered with too many generalities, and some specifics were in conflict
- o Apparently, the local group was confused on electric power, location of line and service authority
- o No natural gas is available, rates on LP not known
- o No data on water capacity

Appendix G (continued)

- o Since no industry is present except pulpwood, an effort should be made to offset this fact by showing other advantages of Cusseta pertaining to industry
- o Details on fire protection were not well presented
- o Community amenities appear to be poor. School system is not the best; however, factual answers should be given without apologies
- o The tour of the community did not appear to be well planned and it was difficult to know exactly where the industrial sites were actually located

COMMUNITY FOLLOW-UP

Cusseta

If the community is interested in obtaining the industry represented by the prospect, it is essential that the information requested by the prospect be furnished as soon as possible following the prospect's visit.

No follow-up letter or telephone call was made by the community group. In the absence of any further communication, the prospect would have the feeling that the community really wasn't interested in his prospect. As a matter of fact, under these conditions, he probably would not look at Cusseta again should he be making an investigation for another company.

RECOMMENDATIONS

It is believed that Cusseta could improve its attractiveness to industry prospects if the following steps were taken:

- o Obtain a better place to meet with prospects
- o Emphasize businesslike basis in contacts with prospect
- o Start compiling a "Briefing Book" for use of community group handling prospects
- o Develop an improved plan for handling industrial prospects. This plan should include all matters pertaining to introduction, community orientation, determining the precise needs of the prospect, and furnishing the prospect the requested information after he has left town
- o Become more conversant with data relating to Cusseta, especially such items as utilities, land, wage rates
- o Improve the approach to the industrial site
- o Develop useful site sketches
- o Prepare standard community tour and map
- o Arrange a more aggressive closing

Appendix H

Cusseta, Georgia
May 18, 1973

Mr. Robert B. Cassel
Community & Development Branch
Industrial Development Div.
Engineering Exp. Station
Georgia Institute of Technology
Atlanta, Ga.

Dear Mr. Cassel:

Please forward a copy of this letter or forward this information to your Modular Home Manufacture for yours and his records for the purpose of locating his factory's plant in our community.

Since you all were here these developments have recently transpired:

Chattahoochee County Commissioners and Cusseta City Councilmen have both passed and approving resolution to establishing the Chattahoochee County Industrial Development Authority at the request of our group and Mr. Ronald Slusarchuk, EDA Coor. , Lower Chatt. Planning and Development Commission. And the County Commissioners went on to appointing our three(3) members from the Development Asso. to the new Authority. This arm of both the City and County Governments will be effective the first week of June .

Muscogee County had a bond referendum for improvement and building new schools. Incorporated in that referendum, that passed, was a consolidated vocational and Academic High School that will be built and opened on Sept. 1975. This new school will instruct children from Chattahoochee County, Ft. Benning and over flow from one of their own high schools. This will greatly improve our education potentials for our local children . Plans are now being worked on now to bus our High School students to Muscogee County, beginning the school year 74-75 to speed up our improving our education for our county.

A new mobile home sub-division is also about to be opened, this will help us with any additional housing requirements.

Finally, Woodmen of the World, Fraternal Benefit Society, have established a new lodge in Cusseta. This will greatly increase the Social activities for our residents in our community with plans for a complete social, reareation, and educational programs available.

Appendix H (continued)

Hopefully this information will be of some use to your office to promote our community as a town energetically forging ahead to get new business to locate in our community.

Any additional information you may require, please feel free to notify us.

Sincerely,

Wayne G. Hicks
Chairman, Chattahoochee
Economic Development Assoc.
P.O. Box 368
Cusseta, Ga. 31805



Appendix I

ENGINEERING EXPERIMENT STATION

GEORGIA INSTITUTE OF TECHNOLOGY • ATLANTA, GEORGIA 30332

Industrial Development Division
June 15, 1973

Mr. Wayne C. Hicks
P. O. Box 566
Cusseta, Georgia 31851

Dear Mr. Hicks:

This is just a note to let you know that we are still interested in the progress you and members of the Cusseta group are making towards further development of your industrial development team. We expect to be in your area in July or August and will stop by to see where we can be of further assistance.

I am enclosing a revised copy of our report as well as an issue of Georgia Development News which may be of interest to you, as it contains an article stressing patience in working with industrial prospects.

We would like to recognize the services of individual members of your team through the award of a certificate. We feel that such members should have attended at least two of the meetings we have held with your group. However, if you feel that there are individuals who may have been unable to attend all of these sessions but who have been very active, we might consider including these. For all these, we will need a list showing the first name, middle initial and last name.

If we can be of assistance or furnish further information at this time, please let me know.

Cordially,

Robert B. Cassell, Head
Community Development Branch

RBC:njb

Enclosures

The Georgia Institute of Technology

Recognizes the Participation of

as a Member of the Community Industrial Development Team of

Trained by the

Industrial Development Division, Engineering Experiment Station

under sponsorship of

THE COASTAL PLAINS REGIONAL COMMISSION

Given at Atlanta, Georgia



Division Chief

this

day of

19

8-17-73
1st Plant
Columbus Enquirer

A \$40,000 sewing plant, the first manufacturing plant in Cusseta, Ga., was dedicated in a ceremony Thursday. The plant employs 30 persons, most of them women. Robert Collier, an official with Georgia Tech in Atlanta, (R), presents a certificate of merit to Chattahoochee County Development Authority members (L-R) Wayne Hicks, chairman, Chattahoochee County Sheriff Glynn Cooper, vice-chairman, and Mrs. Estelle Cooper. The local development authority, along with Coastal Plains Regional Commission, a federal agency, and the Lower Chattahoochee Regional Planning and Development Commission aided in locating the industry. The group hopes to obtain still more industry for Chattahoochee County.

WE WANT YOUR EVALUATION

The Industrial Development Division of the Engineering Experiment Station at Georgia Tech is geared to furnishing technical assistance on many problems, both to community development groups and to business and industry throughout the State. Much of this work is done on an individual person-to-person basis, working with community and business leaders.

The training program for community prospect contact teams in which you have just participated is one of those efforts. Since we are reluctant to work in a vacuum and hope to continue to improve various aspects of this work, we need your personal reactions to the program that we have conducted.

Also, we are committed to our sponsor, the Coastal Plains Regional Commission, to measure the response to the program in those 12 communities where we have had a prospect visitation and subsequent critique over the past year. Your observations will be helpful in the conduct of this program and possible extension of our efforts in this field.

It will take only a few minutes of your time to give us your reactions. Please be honest and straightforward in your response. We need to know if this program can be improved and in what areas such changes would be most meaningful to your efforts.

Should you have any suggestions for follow-up activity or features where you think we can give you specific assistance, please list those.

COMMUNITY EVALUATION

1. We were interested in participating in the Georgia Tech industrial development training program because _____

2. By participating in the program we hoped to _____

3. The biggest problem we had in organizing and conducting our team business was _____

4. The action or statement that made the biggest impression on us during the training program was _____

5. It seemed to us that the Georgia Tech representatives could have _____

6. We were disappointed that the training program did not allow more time for _____

7. If we were to start our team work over again, we would _____

8. In our contacts with recent industrial prospects, we have used these approaches recommended in the training program _____

- 9a. We feel that we have made progress in getting our community ready to handle industrial prospects because _____

- 9b. We feel that we have not made much progress in getting our community ready to handle industrial prospects because _____

Appendix L (continued)

10a. We are planning to continue to improve our team operations and would like further assistance because _____

10b. We are not planning to continue our team operations because _____

(Name)

(Community)

(Date)